

EXECUTIVE SECRETARIAT
ROUTING SLIP

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		X		
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers				
14	D/OLL				
15	D/PAO		X		
16	SA/IA				
17	AO/DCI				
18	C/IPD/OIS				
19					
20					
21					
22					

SUSPENSE _____
Date _____

Remarks

ER copy.

Executive Secretary
27 Sep 84
Date

3637 (10-81)

STAT



DEPARTMENT OF THE AIR FORCE

AIR WAR COLLEGE (AU)
MAXWELL AIR FORCE BASE, AL 36112-5522

Executive Registry

84- 2946/2

ATT. EL 83-3663+11-3

TS 830715

25 SEP 1984

11084-0286

Mr. John McMahon
Deputy Director of Central Intelligence
Central Intelligence Agency
Washington DC 20505

Dear John

Thank you for a superb presentation to the Air War College Class of 1985. Your remarks, candid responses to questions and dialogue at the luncheon contributed significantly to the professional development of our students.

Your willingness to share your thoughts on several sensitive issues facing the country made a deep impression on our students. Intelligence plays a vital role in the national security process and I am sure our students are more appreciative of that fact after your visit.

We appreciate your time, effort and support of the Air War College and look forward to your next visit.

Sincerely

PAUL H. HODGES
Major General, USAF
Commandant

Great work!

Strength Through Knowledge



1-107

11 September 1984

AH. ER84-2946+11
ER83-36634/1-3
TS 830715

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: George V. Lauder
Director of Public Affairs

SUBJECT: Appearance at the Air War College

1. You will be speaking to the class of 1985 on "Intelligence and the Policy Process" at 10:00 a.m. in the Air War College auditorium on Monday, 17 September. Commandant General Paul Hodges, Host Officer Colonel William Gabel, and CIA Representative [redacted] will meet your plane at 9:15 a.m. You will be taken to the guest speakers lounge for coffee from 9:30 - 10:00 a.m.

STAT

2. Audience: Approximately 200 students and faculty members of the Air War College will attend your speech. The students at the College are mostly Colonels and love to play golf - hence the following anecdote might prove useful:

"Looking around I've noticed this is truly a gathering of eagles; however out on the golf course I hear you've had to be content with birdies."

It will be a closed session and all attendees will have Top Secret clearances but not SI/TK. Foreign officers attending the course are not included in this session.

STAT
STAT

3. Speech: The talkingpoints for your speech were forwarded to you previously. You have been asked to speak for 45 minutes, then a 15 minute break, followed by 45 minutes of Q's and A's. General Hodges will introduce you. A wireless mike that attaches to your tie will be available. Your speech will be taped for our records as well as for the Air War College.



F-107

SUBJECT: Appearance at the Air War College

4. Luncheon: After your address, General Hodges will host an informal luncheon at the Officer's Club from noon till 1:00 p.m. Approximately 15 people will attend. (See opposite for names). A business suit is the dress of the day.

5. Additional Details: Opposite for further information are:

Biography of General Paul Hodges


Scope Sheet (Explains purpose of intelligence
instruction section)

Air War College Bulletin

List of Luncheon Attendees

STAT

George V. Lauder

DCI/PAO  mbm/13 Sep 84/x7676

STAT

Distribution:

Orig. - Addressee

1 - ER 84-2946

1 - PAO Reg. 84-0286

2 - PAO Files

EXECUTIVE SECRETARIAT **ROUTING SLIP**

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI		✓		
2	DDCI				
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers.				
14	D/OLL				
15	D/PAO	✓			
16	SA/IA				
17	AO/DCI				
18	C/IPD/OIS				
19					
20					
21					
22					

SUSPENSE

Date

Remarks

[Signature]
Executive Secretary

7/23/84
Date



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS AIR UNIVERSITY
MAXWELL AIR FORCE BASE, AL 36112

18 July 1984

Executive Registry	
84-2946	1

Honorable John N. McMahon
Deputy Director of Central Intelligence
Central Intelligence Agency
Washington DC 20505

AH.

STAT

Dear John,

By now you have probably received the letter from General Hodges inviting you to speak to the Air War College students on 17 September. The Operations Center should also have given you a copy of the cable on your visit that I sent in response to a call from Public Affairs.

The topic is the same as that you addressed during your visit last year, and your audience will consist of US officers only--the Air War College students and staff.

The War College folks will, of course, make the billeting arrangements and, if you wish, your travel as well. Please call on me for any support you need, whether from the War College or from me.

I'm sorry that the rush of getting packed out [redacted] (and writing reassignment PARs!) didn't allow time for me to make a farewell courtesy call before I left. [redacted]

STAT

STAT
STAT

I notice that you flew down and back on the same day last year. If your schedule permits, you might want to consider flying down Sunday afternoon this time, relaxing a little, and having cocktails and dinner with us and the two Agency students [redacted] and their wives.

STAT

We are looking forward to your visit, and again will be pleased to provide whatever support you need.

Sincerely



CIA Advisor

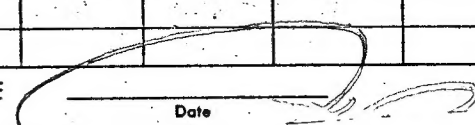
STAT



Strength Through Knowledge

T-107

EXECUTIVE SECRETARIAT
ROUTING SLIP

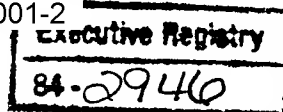
TO:		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI		✓		
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/Pers				
14	D/OLL				
15	D/PAO	✓			
16	SA/IA				
17	AO/DCI				
18	C/IPD/OIS				
19					
20					
21					
22					
SUSPENSE		 Date			

ERI DDCI accepted: Acte completed

JSC
Executive Secretary
7/19/84
Date



DEPARTMENT OF THE AIR FORCE
AIR WAR COLLEGE (AU)
MAXWELL AIR FORCE BASE, AL 36112



AH-ER83-3663+11-3
TS 830715

Mr. John N. McMahon
Deputy Director of Central Intelligence
Central Intelligence Agency
Washington DC 20505

Dear John

Again this year, I am very pleased to invite you to the Air War College to address the Class of 1985 on "Intelligence and the Policy Process" at 1000 on Monday, 17 September 1984. We have scheduled 45 minutes for your presentation and an additional 45 minutes for a question/answer period. Following your presentation, we would appreciate your attendance at a luncheon with a group of our students. Attachment 1 reflects the desired scope of the presentation.

As you know, most of our students are colonels and lieutenant colonels or their naval equivalents from the U.S. Armed Forces, primarily the Air Force. We also have civilians from U. S. Government agencies and international officers representing some 27 countries.

Our Protocol Office will contact you to coordinate travel arrangements. Colonel George Allen can provide any additional information or assistance. His telephone number is (205) 293-2103 or 2127 or AUTOVON 875-2103.

We appreciate your interest in the Air War College and look forward to your visit.

Sincerely

PAUL H. HODGES
Major General, USAF
Commandant

1 Atch
Scope Sheet



Strength Through Knowledge

T-107

(1L-1D)

INSTRUCTION PERIOD 2127

TITLE: INTELLIGENCE AND THE POLICY PROCESS

INTRODUCTION: Intelligence supports the policy process; it is the prelude to decisions and a guide to action. However, the relationship between the two is not a simple one. Intelligence inputs come from a variety of organizations and institutions, and assessments of a situation, particularly in the absence of much hard information, may differ, thus forcing the decisionmaker to choose among evaluations. The outlooks of policymakers can even affect the sort of situations to which analysts pay attention or the kind of information to which they attach the heaviest weight. This instruction period will look at the complicated interaction of intelligence and the policy process.

OBJECTIVE: To comprehend the role and influence of intelligence information and organizations on the policymaking process.

DESIRED LEARNING OUTCOMES (Students should be able to):

1. Discuss roles of the "intelligence community" in the policy process.
2. Explain the impact of national estimates on policymaking and discuss the methods by which interagency disagreements are resolved.
3. Identify current intelligence issues (e.g., executive direction, protection of sources, covert action, oversight by Congress, "failures" to estimate major events, efforts to rebuild clandestine capabilities, etc).

ASSIGNED READINGS:

1. U.S., Congress, Committee on Foreign Affairs, "The Role of Intelligence in the Foreign Policy Process, Hearings before the Subcommittee on International Security and Scientific Affairs," 96th Congress, 2nd Sess., 1980 pp. 20-27.

ADDITIONAL READINGS:

- *1. "Controversy Over Legislative Limitations on Covert US Intelligence Operations: Pro and Con," The Congressional Digest, Vol 59, No 5 (May 1980): pp.131-160.
- *2. Thomas K. Latimer, "US Intelligence and the Congress," Strategic Review (Summer 1979): pp. 47-56.

*3. Richard K. Betts, "Analysis, War, and Decision: Why Intelligence Failures Are Inevitable," World Politics (October 1978): pp. 61-89.

* Not included in Instruction Circular.

EXECUTIVE SECRETARIAT
Routing Slip

TO:		ACTION	INFO	DATE	INITIAL
1	DCI		✓		
2	DDCI				
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/EEO				
14	D/Pers				
15	D/OEA				
16	C/PAD/OEA				
17	SA/IA				
18	AG/DCI				
19	C/IPD/OIS				
20					
21					
22					
SUSPENSE		Date			

Remarks:

STAT

✓ Executive Secretary
9/23/86
Date



DEPARTMENT OF THE AIR FORCE
AIR WAR COLLEGE (AWC) (AU)
MAXWELL AIR FORCE BASE, AL 36112

83-3663/2

Mr. John N. McMahon
Deputy Director of Central Intelligence
Central Intelligence Agency
Washington DC 20505

Dear *John* McMahon

Thank you for an outstanding presentation to the Air War College Class of 1984. Your remarks and candid responses to questions contributed significantly to the professional development of our students.

Your grasp of the significant issues facing our country, and your willingness to share your thoughts freely on these sensitive matters, made a deep and lasting impression on our students. All of us came to a better understanding of the critical role of intelligence in the national security process.

We appreciate your time, effort, and support of the Air War College and look forward to your next visit.

Sincerely

Paul
PAUL H. HODGES
Major General, USAF
Commandant

*Excellent, and thanks
for coming, John.*



T107